



## Public Meeting Summary

### *Defense Acquisition Performance Assessment Project*

Wednesday, December 14, 2005, 2:00 PM – 4:00 PM

Panel and Staff Present: Ronald Kadish, Gerald Abbott, Donald Kozlowski, Richard Hawley, Frank Cappuccio, David Patterson, Eileen Giglio, Linda Brandt, Francis A'Hearn, Judy Stokley, Alfred Hutchins, Mark Lumb, Alan Boykin

Location: Anteon Corporation Conference Center  
1560 Wilson Blvd  
Arlington, VA 22209

#### Opening Remarks by Chariman Kadish (2:00 PM)

#### Defense Acquisition Performance Assessment Executive Summary (Ronald Kadish, Chairman)

- Commented on current perceptions and reminded the audience of the Project's tasking by the DepSecDef
- Recognized all those involved with the Project's management and execution and thanked everyone for their hard work and quality accomplishments
- Discussed the task assigned to the Panel, the complexity and difficulty of the assignment, the Panel's assessment of the current situation, and the risks involved in taking actions for improvement
- Laid out the Project's assessment process, discovery and validation of key issues, and distillation of key issues into major findings
- Panel's Integrated Assessment
  - In theory, Big "A" acquisition is an interrelated and coordinated activity operating in a stable environment
  - In reality, Big "A" acquisition is a disconnected and fragmented system operating in a very unstable environment
  - Government-induced "Cycle of Instability"
- Performance improvement possible through transformation of key elements
  - Organization and Workforce – Realign authority, accountability and responsibility at the lowest level to better integrate the Services and Acquisition Executives. Rebuild and value the acquisition workforce and stabilize the leadership. Transform the oversight process.
  - Budget – Enhance the budget process by establishing a distinct Acquisition Stabilization Account for all post Milestone B programs. Add practical Management Reserve at the Service level.
  - Requirements – Transform the requirements process to adapt to the new security environment by making COCOMs the driving force for requirements and changing the Operational Test process.
  - Acquisition – Developmental programs must change from a focus on delivering 100% performance to one of delivering useful military capability within a constrained period of time (i.e. within six years from Milestone A). Then, upgrade the capability over time as technologies mature and operational requirements become clearer.



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- Industry – Share DoD long range plans with industry and restructure competitions for new programs with the goal of motivating industry investments in future technology and performance on current programs.
- Further explained that each Key Performance Improvement includes four elements:
  - Assessment
  - Major Findings
  - Performance Improvement
  - Implementation Criteria
- Chairman Kadish concluded the formal portion of the briefing and opened the floor for questions and comments

### Chairman Kadish's Closing Remarks

Adjourned (3:15 PM)

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Ronald T. Kadish  
Chairman

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Alan J. Boykin, Col, USAF  
Designated Federal Official